



TENNESSEE DEPARTMENT OF SAFETY 2008 GUIDEBOOK



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Safety's Mission

The mission of the Tennessee Department of Safety is to ensure the overall safety and welfare of the general public through education, regulation, and enforcement.

Safety's Goals

Maintaining the overall safety and security of the State and its citizens is the guiding principle by which the Tennessee Department of Safety operates.

Leading the state's effort to provide a secure environment that fosters growth and ensures the public's welfare, the Department is committed to protecting and serving the citizens of Tennessee.

We will achieve our goals through:

- Dedicated, Professional Service
- Steady, Innovative Enforcement
- Sound, Innovative Technologies
- Informed, Engaged Employees

History & Overview

The Tennessee Department of Safety (TDOS) was established in 1939 by the Tennessee General Assembly to exercise authority over the Tennessee Highway Patrol (THP). During its 69 years of sustained progress and service, the department has evolved into a multi-faceted agency. Today, the department's general areas of responsibility are law enforcement, safety education, motorist services, and disaster preparedness and prevention. While each area performs distinctly different functions, they all work together toward the common goal of ensuring the public's safety.

The department is comprised of three main divisions: Tennessee Highway Patrol, Driver License Services, and Office of Homeland Security. TDOS services extend to virtually everyone within the state's borders, including motorists, commercial motor vehicle firms, local, state, and federal law enforcement agencies, students and teachers, attorneys and courts, financial institutions, insurance companies, media representatives, and others in need of the department's specialized services.

Headquartered in Nashville, the department maintains a strong local presence throughout Tennessee with more than 60 field offices and employees in each of the state's 95 counties. TDOS is comprised of a highly professional staff of more than 1,800 employees, approximately half being commissioned law enforcement officers.

The budget for FY 2007-2008 is \$169,356,500.

Accredited by the Commission on Accreditation for Law Enforcement Agencies (CALEA) since 1999, the department is recognized as an outstanding law enforcement agency, demonstrating excellence in management service by meeting an established set of professionally developed criteria.

The vital nature of the department's legislative mandates make it especially important for TDOS to remain at the forefront of responsive, effective public service.

Executive Leadership



David Mitchell was named Commissioner of the Department of Safety by Governor Phil Bredesen in January, 2007. At the same time, the Governor also announced intentions to merge Safety with the Office of Homeland Security. Mitchell has served as Director of the Governor's Office of Homeland Security since November of 2005. In that role, he has prioritized information sharing by establishing a State Fusion Center, in partnership with the Tennessee Bureau of Investigation (TBI), and by expanding the state's counter-terrorism training program.

Mitchell began his law enforcement career as a patrol officer with the Murfreesboro, Tennessee, Police Department after his graduation from Middle Tennessee State University in 1973, where he earned a Bachelors degree in Political Science. He also served as an instructor at the Tennessee Law Enforcement Training Academy and as a deputy sheriff in Tampa, Florida, with the Hillsborough County Sheriff's Office.

In May 1978, Mitchell began his 26-year career with the Federal Bureau of Investigation. He served in the New Orleans, New York City, Atlanta, and Milwaukee field offices. He also served at FBI Headquarters in Washington, D.C. as Supervisor of Domestic Terrorism Investigations in 1987 and in 1998 as an Inspector.

Mitchell was a member of the nation's first Joint Terrorism Task Force in New York City, where FBI agents, New York City detectives and a number of federal and state agencies successfully dismantled several violent domestic terrorist organizations.

In February 2002, FBI Director Robert Mueller promoted Mitchell to the position of Special Agent in Charge of the Milwaukee, Wisconsin, field office.

In May 2003, Director Mueller deployed Mitchell to Riyadh, Saudi Arabia, as the on-scene commander to lead the investigation of al Qaeda bombings at three western compounds where eight Americans were killed. During this investigation, Mitchell worked closely with Saudi security forces, British, and Canadian counter terrorism authorities.

Mitchell has investigated and managed major terrorism and criminal enterprise investigations. He promotes partnerships at all levels of law enforcement and believes the success to preventing future acts of terrorism is dependent on effective information sharing, training, and cooperative partnerships among federal, state, and local agencies.

Executive Leadership



Deputy Commissioner Greta Dajani, who joined the Department of Safety in 2006, has dedicated more than 45 years to public service, including 14 years as Director of the Food Stamp Program with the Department of Human Services. Dajani was instrumental in implementing the Food Stamp Program in counties across Tennessee and successfully promoted a state law that brought Food Stamps to all Tennessee counties, making Tennessee one of the first states to have a statewide food stamp program. During her tenure as Director of the Food Stamp Program, Dajani was honored with the prestigious Howard L. Russell Memorial Merit Award.

Dajani also spent several years at the Metro Development and Housing Administration, where she was Director of General Services. She oversaw the agency's budget, procurement, grant administration, personnel, training, quality control for public housing, and the emergency food program for Davidson County.

A graduate of the University of Tennessee at Knoxville, Dajani is a native of Coffee County.



Colonel Mike Walker is a 30-plus year veteran of the Tennessee Highway Patrol. Joining the THP in 1977, Walker began his career as a Road Trooper in Marion County. In 1984, he was promoted to Sergeant and in 1986 promoted again to the rank of Lieutenant.

Colonel Walker has held positions of increasing responsibility throughout his career as a State Trooper, including supervising troops in five counties, coordinating security for THP at the Ocoee Olympic site during the 1996 Olympics, and serving as the Administrative Lieutenant for THP's Chattanooga District. He was first appointed Captain in 1987. Prior to his appointment as Colonel in 2006, Walker held the post of Captain of the department's Professional Standards division, where he guided the policy and procedural activity of the agency.

A native of Sequatchie County, Walker's first law enforcement position was as a police officer in Signal Mountain, Tennessee. Colonel Walker attended the University of Tennessee at Chattanooga and graduated from the Northwestern University Police Administration Academy.

TDOS Fast Facts

TDOS...

- information is online at www.tennessee.gov/safety.
- has more than 1,800 employees, with approximately half commissioned law enforcement officers.
- operates 53 full and express driver license service centers statewide.
- partners with 32 county clerks to provide DL renewal/duplicate services.
- offers 8 online services to expedite popular DL transactions for customers.
- maintains driving records for more than 4.5 million licensed Tennesseans.
- issues more than 1.6 million driver license/IDs annually, of which approximately 86 percent are handled in-person.
- conducts more than 800,000 driver examinations each year.
- issues approximately 50,000 handgun permits annually.
- handles more than 100,000 motor voter applications in DL offices yearly.
- processes approximately 350,000 offenses pertaining to the Financial Responsibility Law each year.
- handles more than 10,000 asset forfeiture cases annually.
- handles more than 1 million inquiries from the public regarding DL cancellations, revocations, suspensions, and restorations annually.
- Troopers patrol nearly 15,000 miles of state and federal roads.
- Troopers issue approximately 500,000 citations and warnings annually.
- Trooper investigate more than 30,000 motor vehicle crashes each year.
- Troopers conduct over 70,000 commercial vehicle inspections yearly.
- Troopers conduct more than 3,500 safety education programs each year.
- has trained nearly 1,400 users of the Homeland Security Information Network (HSIN).
- trains more than 300 public safety officials in terrorism awareness and prevention annually.
- operates the Fusion Center 24 hours a day, 7 days a week.

TDOS Accomplishments 2006—2007

Administration

- The Department of Safety completed the establishment of the new Professional Standards Bureau, a step taken in response to the 2005 Kroll Report. This bureau includes the Office of Professional Responsibility (formerly the Internal Affairs Office) and the Staff Inspections Unit. The Office of Professional Responsibility is charged with managing investigations and disciplinary processes for the department, while the Staff Inspections Unit ensures all sections are following policies and procedures properly.
- Another area of the department which saw restructuring in 2007 was the Criminal Investigations Division (CID). In September, a new Director of the division was named, and a new Intelligence Unit was created. The Intelligence Unit supports Troopers with data analysis and information-sharing to assist with state and federal intelligence gathering for Homeland Security.

Tennessee Highway Patrol

- The THP received national recognition as one of the nation's top law enforcement agencies by the International Association of Chiefs of Police (IACP). THP placed first in the 2006 IACP Law Enforcement Challenge in the category of state highway patrols with between 500 and 1,000 officers. The Law Enforcement Challenge recognizes and rewards agencies with the best overall traffic safety programs in the United States. As part of the challenge, the THP submitted a report documenting its efforts and effectiveness in traffic safety enforcement, including officer training, public information, and crash reduction.
- The Tennessee Highway Patrol's increased enforcement and safety campaigns resulted in an approximate 9 percent decrease in fatalities on Tennessee roadways in 2007. There were 1,284 fatalities reported in 2007 (*as of January 30, 2008*), down from 1,169 fatalities reported in 2006.
- The THP graduated two Trooper Cadet classes in 2007. Trooper Cadet Class #607 graduated on June 1, 2007, and added 37 new Troopers to Tennessee's roadways. The second class, Trooper Cadet Class #1207, graduated 43 new Troopers on December 7, 2007. These new graduates completed more than 850 hours of classroom training and a minimum of eight weeks of field training.
- In response to the tragic death of Trooper Calvin Jenks in January 2007, the department continued to search for new and improved methods to support Troopers in the field. One step taken was an increase in the number of communications dispatchers in each THP district. A taskforce representing all communications dispatchers was formed and a study was conducted that supported an increase in the number of positions. As a result, 38 dispatcher positions were added.
- THP served as the host agency for the 20th International Drug Abuse Resistance Education (D.A.R.E.) Conference held in Nashville in July 2007. THP's D.A.R.E. unit is nationally accredited and has trained more than 1,500 officers since 1990. The conference hosted 1,250 attendees from every state and ten foreign countries.

TDOS Accomplishments in 2006-2007

- THP received a second national award, the Leadership Award for the Southeast Region, from the Federal Motor Carrier Safety Administration (FMCSA). Tennessee was chosen for the honor from among the 13 states in the Southeast. Award criteria included total roadside inspections conducted under the federal Motor Carrier Safety Assistance Program (MCSAP). States were also evaluated based upon their success at reducing commercial vehicle crashes and fatalities, commercial inspection and enforcement and the timeliness and accuracy of reporting.
- In August 2007, the Federal Motor Carrier Safety Administration (FMCSA) chose THP to showcase current and future roadside inspection technologies at the Greene County Commercial Vehicle Inspection Station on I-81. The department serves as a pilot for testing new technologies, tools, and systems for FMCSA to keep commercial trucks and buses safe on America's highways.

Driver License Issuance

- The Department of Safety implemented a variety of changes in the Driver License Issuance division in 2007. As a result of grant money and supplemental budget funding, the department was able to open seven new offices and renovate five others. Additionally, 36 new Driver License Examiner positions were filled. With more offices available to offer driver license services and more staff in the field, the department expects to see decreases in customer wait time.
- Effective November 1, 2007, the department made reinstatement services available on a full-time basis in five DL stations statewide. Nine other DL stations now offer reinstatement services on a part-time schedule. Prior to this change customers had three locations to conduct reinstatement transactions in-person. Eventually, the Driver License Issuance division intends to offer reinstatement services at all 53 of its stations. These efforts are part of the division's drive to provide "one-stop shopping" for the public. DL Issuance staff underwent extensive training of the policies and procedures required for performing reinstatement services.
- In order to ensure that customers receive the best service possible, the Driver License Issuance staff has received additional training in customer service, policies & procedures, supervisory skills, and management. Training has also begun on recognition of fraudulent documents, an area that will be becoming more and more important as the REAL ID guidelines begin to be implemented.
- In September 2007, the Department of Safety celebrated the 70th anniversary of the issuance of driver licenses in Tennessee. The Tennessee Driver License Law was enacted in 1937, positioning Tennessee as the 32nd state to license its drivers. Anniversary celebrations were held at DL stations around the state, and a large display was presented at the Wilson County Fair Grounds in Lebanon at the Music City Mopar Club 18th Annual Car and Truck Show. The exhibit included Driver License and THP memorabilia, such as old driver licenses, driver manuals, photos, as well as a video written and produced the Public Affairs division.

TDOS Accomplishments in 2006-2007

- On October 1, 2007, the Department of Safety began implementation of the new Temporary Driver License Law and discontinued the issuance of new Certificates for Driving (CFD).

Office of Homeland Security

- Effective July 2007, the Office of Homeland Security was merged with the Department of Safety.
- The Tennessee Fusion Center (TFC), also known as the Tennessee Regional Information Center (TRIC), began operations at TBI Headquarters in May 2007. Fusion Center analysts now work 10-12 hour shifts, seven days a week. Combined with an “on-call” system to support the Tennessee law enforcement community, the TFC functions around the clock.
- The TFC successfully completed the pilot operations for the Central Records Management System (CRMS), a consolidated repository of criminal information compiled from law enforcement agencies criminal records. Once fully constructed, the CRMS will enable the rapid exchange of criminal intelligence statewide, as well as analysis of criminal activity for prevention, preparedness and planning purposes.
- The design and development of the TNCOP System, a web-based records management system (RMS), was completed along with a successful pilot test of 32 law enforcement agencies. TNCOP provides an alternative to expensive records management systems and is available free of charge to agencies with no existing RMS.
- The TFC now maintains daily connectivity to Tennessee and Federal law enforcement communities through several key information sharing systems, including the Homeland Security Information Network (HSIN), Homeland Security State and Local Intelligence Community of Interest (HS SLIC), Law Enforcement Online (LEO), as well as a variety of additional information sharing systems and criminal information database systems. This connectivity allows TFC analysts to access critical and actionable criminal and homeland security information and share this information through email or secure web portal dissemination.
- Through the daily operations conducted within the TFC, the Homeland Security Information Network (HSIN) was greatly enhanced. HSIN is Tennessee’s primary network for sharing high-value criminal and terrorism intelligence. HSIN receives daily infusions of detailed analysis, advisories and national and local reporting pertaining to ongoing criminal or terrorism matters.
- The TFC developed the Tennessee Incident Map, a web-based criminal and significant incident map designed to provide real time and historical incident tracking for situational awareness to law enforcement, first responders, and agency leadership.

Tennessee Highway Patrol

The Tennessee Highway Patrol (THP) is the state's premier law enforcement agency responsible for the enforcement of all federal and state traffic laws. The agency is commanded by a Colonel and organized into three bureaus: Field Operations Bureau—East, Field Operations Bureau—West, and Field Support Bureau. The operations of the three bureaus are directed by a Lieutenant Colonel, with support from a Major.

The Field Operations Bureaus' activities include patrol operations, scale operations, and various investigative activities. They are divided into eight districts with Knoxville (1), Chattanooga (2), Fall Branch (5) and Cookeville (6) Districts comprising the East Bureau; and Nashville (3), Memphis (4), Lawrenceburg (7) and Jackson (8) Districts comprising the West Bureau. Each district is headed by a Captain, who is stationed locally at the district headquarters.

The Field Support Bureau includes various specialized units that provide administrative and ancillary support to agency operations, including Capitol Security, Commercial Vehicle Administration, Executive Security, Safety Education, Special Operations, Support Services, and Training.

Capitol Security

THP members assigned to Capitol Security ensure the external and internal security of the State Capitol, Legislative Plaza, War Memorial Building, and TDOS headquarters. Additionally, Capitol Security personnel monitor other state buildings and offices within the Capitol Hill area. They also protect Tennessee's legislators, government officials, state employees, and visiting dignitaries.

Commercial Vehicle Administration

The Tennessee Highway Patrol's Commercial Vehicle Administration section administers the Alternative Commercial Enforcement Strategies (ACES), New Entrant, and Pupil Transportation programs. ACES is a proactive safety education effort aimed at informing safety directors, maintenance professionals, and drivers of commercial companies about the rules and regulations governing commercial vehicle activity. The New Entrant Program is designed to help new motor carriers understand the complex federal and state regulations they are required to follow. The Pupil Transportation section oversees all school bus inspections, determines public school bus systems compliance with state laws, and provides bus driver training.

Executive Security

Executive Security's primary responsibility is to protect the First Family and oversee the logistics of their travel. Providing residential security is a high priority, as is ensuring adequate security at all in- and out-of-state events. Additionally, Troopers assigned to the Executive Security detail provide security for the Lt. Governor, Speaker of the House, and Attorney General.

Safety Education

Charged with increasing public awareness of highway safety issues, the Safety Education division develops, coordinates, and delivers programs and activities that stress important public safety issues. THP members present thousands of programs annually to various schools and community groups. This division works in conjunction with the department's Public Affairs Office to further enhance the department's message of public safety.

Special Operations

Members of THP's Special Operations team are trained to handle specialized tasks outside the normal operations of the agency. Special Ops consists of four units: Tactical/Bomb Squad, Aviation, Canine, and the Governor's Task Force on Marijuana Eradication. Members of this highly trained unit are equipped to provide dignitary protection, explosive device disposal, search and rescue missions and various other specialized tactics.

Support Services

Support Services consolidates several general functions vital to the efficient and effective delivery of services to the entire department. Under this division are Communications, Facilities Management and Building Maintenance, Fleet, and Supply.

Criminal Investigations Division

CID investigates vehicular homicide, auto theft, identity theft, driver license fraud, and any criminal matters initiated by members of the THP and the Driver License Issuance division. CID also provides investigative and technical support to the Office of Professional Responsibility.

Housed within CID is the **Handgun Carry Permit unit**. Established in 1996 as a result of legislation, the Handgun Carry Permit unit processes applications and issues handgun carry permits to all qualified residents fulfilling the mandated requirements for a permit. Organized under the Driver License Issuance Division, the unit has issued more than 367,000 permits since its inception. Today, there are more than 175,000 valid handgun carry permit holders statewide. Headquartered in Nashville, the Handgun Carry Permit unit has expanded its operations to a local level by processing original, duplicate and renewal applications at driver license field offices. In addition to its issuance responsibilities, the Handgun Carry Permit is also responsible for monitoring certified Handgun Safety Schools and Instructors, of which there are more than 200 schools and 600 instructors statewide.

Driver License Services

The mission of the Driver License (DL) division is to promote, safe, knowledgeable, and competent drivers. While the foremost responsibility of the division is the issuance of driver licenses and identification documents to qualified applicants, the services provided by the division have broadened to include numerous additional offerings. The DL division also processes transactions related to the financial responsibility law, motor voter applications, handgun carry permit applications, and moving violation records (MVR). Listed below are the various sections and responsibilities within the Driver License Services division:

- Driver License Issuance focuses on applicant identity verification, driver testing, and driver license and identification document issuance. DL Issuance is also responsible for issuing handgun carry permits and monitoring handgun safety school programs.
- Financial Responsibility (FR) administers Tennessee's financial responsibility laws involving suspension, revocation, cancellation, and restoration of one's driving privileges. The FR section also maintains all driver records in the state.
- Driver Improvement evaluates the driving records of Tennessee drivers based on crashes and/or convictions or traffic violations in order to identify and keep track of high-risk drivers, as well as to establish procedures for their rehabilitation.

In 2007, the DL division celebrated the 70th Anniversary of the issuance of driver licenses in Tennessee. The Tennessee Driver License Law was enacted in 1937, making Tennessee the 32nd state to license its drivers.

Throughout the past 70 years, the scope of responsibility of the DL division has evolved to include a multitude of services and activities designed to assist Tennessee residents. Today, many other agencies now benefit from information collected by the DL division and use the driving privilege as a way to enforce requirements such as, child support payments, truancy and school progress for minors, and selective service registration.

The Driver License division is staffed by more than 300 examiners, clerks, and support staff. Approximately 90 percent of the staff work in the field at one of the 53 DL stations across the state. The division serves approximately 7,500 customers daily across the state and issued more than 1.4 million licenses last year. As compared with a little over a half a million licensed drivers in the state in 1938, today there are approximately five million valid drivers and ID holders statewide for which the department interacts with in a variety of ways.

Driver License Issuance

With 50 full-service, three express DL stations, and 36 active County Clerk locations, 60 percent of documents are issued in one of our field offices. While the full-service locations provide numerous driver and related services, express and county clerk locations offer duplicate and renewal services. The express stations and DL partnerships were established to offer customers alternative means to satisfy popular DL transactions in an expedient manner. Another method of improving customer service by reducing wait times is through the department's online service offerings and self-service kiosks. DL examiners also process voter registration applications, provide motor vehicle records, conduct reinstatement activities,

Commercial Driver License Services

The DL Issuance section also administers several functions related to the operation of a commercial motor vehicle (CMV), which, in general, is any vehicle or combination of vehicles weighing more than 26,000 pounds. To operate a CMV, an individual must apply for a commercial driver license (CDL). The departmental employees are specifically trained to administer the CDL examination and conduct the CDL skills tests at one of eight CDL centers across the state.

CDL Third Party Partners, organizations with examiners authorized to conduct CDL skills tests, are monitored by the DL Issuance division. Statewide teams comprised of specially trained CDL examiners and branch supervisors routinely audit the CDL Third Party Testers to ensure compliance with laws and regulations related to CDL testing.

Cooperative Driver Testing Programs

The department partners with Cooperative Driver Testing Programs (CDTP), which include public high schools and private agencies, to provide driver education training to students. Through the CDTP partners, instructors administer the state's official knowledge and behind-the-wheel road test to driver education students. The Cooperative Driver Training Program (CDTP) was created by legislative act in 1993 as an effort to reduce crowding at driver license stations. There are 39 programs across the state, with 140 CDTP instructors.

License Reinstatement Services

The Financial Responsibility section administers the state's Financial Responsibility law, which involves the cancellation and restoration of one's driving privileges, as well as maintaining driver records for licensed Tennessee drivers. In 2007, the department integrated these activities into the Driver License Services division in order to provide enhanced customer service options for Tennesseans.

Financial Responsibility activities include any cancellation, suspension, or revocation action arising from crashes and/or moving traffic violations. The office is responsible for processing the reinstatement of driving privileges by ensuring an individual has met all requirements of the law.

Driver Improvement

The Driver Improvement section evaluates the driving records of Tennessee drivers based on crashes and/or convictions of traffic violations in order to identify and track high-risk driving behavior and establish rehabilitation procedures. The state utilizes a point system that assigns a numeric value to moving traffic violations, traffic crashes, and other violations. Once a certain number of points are accumulated by a driver, dependant upon age and time period, violators are sent a notice of proposed suspension and given the opportunity to attend a hearing. Personnel in the section, known as hearing officers, meet with drivers identified as frequent traffic violators to discuss the points and rehabilitation opportunities.

The Driver Improvement section also administers Tennessee's Ignition Interlock Program, handles medical referrals regarding the capability of certain drivers, and monitors Defensive Driving Schools and the Mature Driving Premium Reduction Program.

Office of Homeland Security

The Tennessee Office of Homeland Security (OHS) has primary responsibility and authority for directing statewide activities pertaining to the prevention of and protection from terrorist related events. This responsibility includes the development and implementation of a comprehensive and coordinated strategy to secure the state from terrorist threats and attacks. Further, the OHS serves as a liaison between federal, state and local agencies, as well as the private sector, on matters relating to the security of our state and citizens.

Tennessee is divided into eleven Homeland Security Districts to provide organized, coordinated multi-county teams that maximize efforts to prevent, protect against, and respond to attacks against our homeland. This organization allows for wise use of limited resources of funds, personnel, equipment, and time by building mutually supporting and interoperable homeland security programs across the state.

Three regional homeland security offices have been established in East, Middle, and West Tennessee. These offices assist local jurisdictions in homeland security planning, training, exercises, operations, investigative support, and efficient use of grant funding. The three divisional offices enhance information flow and support among the local jurisdictions and state and federal agencies.

The OHS staff is spread among five operating divisions: Critical Infrastructure Protection, Information Sharing & Law Enforcement Investigative Support, Plans & Technology, Training & Exercise, and Volunteer & Citizen Outreach. The OHS staff is supported by select personnel from various other State departments and agencies, Oak Ridge National Laboratory (ORNL), and Y-12 National Nuclear Security Administration.

Critical Infrastructure Protection

Critical infrastructure and key resources are our state's assets of which destruction by natural or man-made disaster could cause catastrophic health effects, mass casualties and profoundly affect our national prestige and economic well-being. OHS Critical Infrastructure division works in conjunction with local, state and federal agencies, as well as private entities to help ensure that our government, economy, and public services continue in the event of a terrorist attack or other disaster. OHS encourages strong public-private partnerships to foster relationships and facilitate coordination across the 17 identified critical infrastructure sectors, which are:

- Agriculture and Food (meat, poultry, egg products)
- Banking and Finance
- Chemical
- Commercial Facilities
- Dams
- Defense Industrial Base
- Emergency Services
- Energy
- Government Facilities
- Information Technology
- National Monuments and Icons
- Nuclear Reactors, Materials, and Waste
- Postal and Shipping
- Public Health and Healthcare (including food other than meat, poultry, egg products)
- Telecommunications
- Transportation
- Water and Waste Water Treatment Systems

Plans & Technology

The Plans & Technology Division coordinates, writes, and publishes Homeland Security plans for the State of Tennessee. The division also publicizes the use of technology in Homeland Security applications.

Training & Exercise

The Training & Exercise division evaluates the effectiveness of plans, policies and procedures. The division also tests the ability to effectively utilize multiple disciplines in the prevention, response, and recovery phases of each Homeland Security District.

Information Sharing & Law Enforcement Investigative Support

OHS, working cooperatively with the TBI, Department of Safety, and local law enforcement, is making significant strides in closing the intelligence gap among different law enforcement agencies by establishing a Fusion Center. Located at the TBI headquarters in Nashville, the Tennessee Regional Information Center (TRIC), or the state's Fusion Center, compiles, blends, analyzes and disseminates criminal intelligence and other information, such as threat assessment, public safety, law enforcement, public health, social service and public works. The primary goal of the Fusion Center is to maximize Tennessee law enforcement agencies' ability to detect, deter, prevent, and respond to criminal and terrorist activity. Some of the functions of the Fusion Center include, but are not limited to: providing a central state location for collection and analysis of law enforcement and national security-related information; forecasting and identifying emerging crime trends, providing a continuous flow of information to the law enforcement community, and turning information and knowledge into actionable intelligence.

Volunteer & Citizen Outreach

Part of the OHS mission is to educate, train, organize, and utilize citizenry in times of disaster. Tennessee Citizen Corps is a grassroots initiative encouraging citizen volunteers to get involved in homeland security and emergency preparedness efforts within their local area. Five programs exist under the Citizen Corps umbrella: Community Emergency Response Team Training (CERT), Fire Corps (FC), Medical Reserve Corps (MRC), Neighborhood Watch (NW), and Volunteers in Police Service (VIPS).

Fiscal Services

The primary objective of the Fiscal Services division is to provide the highest degree of fiscal management by ensuring the department's resources are utilized to the maximum benefit of citizens. Fiscal Services does this through maintenance, processing and accounting of all departmental expenditures and revenues. To execute these duties in an efficient and organized manner, the division is comprised of the Budget/Accounting Section, which manages all phases, including the origination and management of the budgetary process, as well as the procurement of goods and services. The Cashier/Revenue Section is responsible for the receipt, deposit, and accounting for all revenue collected by the department.

Human Resources

The Human Resources (HR) division provides comprehensive personnel services to the department and its employees. The HR division provides direction and assistance to state personnel policy and procedures through dedicated human resource management. In order to address concerns and administers state policy and procedures related to employment, the division is organized into four areas: Classification/Compensation, Employee Relations, Recruitment, and Transactions. The HR division ensures departmental programs administered are available to all employees and promotes effective communication and productive working culture between management and employees.

Information Systems

The Information Systems (IS) division is responsible for the overall direction and management of the department's information technology needs and activities. The division oversees the development, installation and maintenance of the department's computerized information resources. Specific activities include system and platform design, product procurement, technical and operations support, and implementation of new technologies.

Internal Audit

The Internal Audit (IA) division is tasked with analyzing the administrative functions and processes of the department in order to advise management on how best to achieve departmental goals. Department auditors conduct a broad range of activities and audits to help determine the efficacy of operations, compliance with policies and procedures, and deterring and investigating fraud.

Legal

The Legal division provides a wide range of legal services to the Commissioner's staff and the various departmental divisions. The division's staff of attorneys prepare and review contracts, track state/federal law changes, administer hearings, and review employment and legislative matters, among other activities. Additionally, the Legal Division administers all activities associated with the State's asset forfeiture laws, including representation of seizing law enforcement agencies and training of officers in case preparation. The office works closely with the State Attorney General's Office in asset forfeiture appeals and departmental and/or employee claims.

Professional Standards

The Professional Standards Bureau is charged with managing the investigative and disciplinary processes for the department. The primary mission of the Professional Standards Bureau is to assure that employees of the Department meet the highest standards of professionalism, integrity, and ethical performance. The bureau is comprised of the Office of Professional Responsibility (OPR) and the Staff Inspections Unit. The Office of Professional Responsibility investigates all allegations of misconduct on the part of any employee. Staff Inspections conducts inspections of all organizational components within the department, ensuring compliance with National Accreditation Standards and departmental policies and procedures.

Public Affairs

The Public Affairs Office is responsible for the internal and external communication of the activities, programs, and policies of the department. The office maintains daily contact with members of the news media, governmental and legislative officials, departmental representatives, and the general public. Through media relations, community relations and various marketing communications activities, the Public Affairs staff helps to communicate the department's goals and objectives.

Research & Planning

The Research & Planning division provides the department with analytical and statistical support, policy and procedure development, and grant administration services. The division is responsible for maintaining and reporting a variety of highway safety data collected and tracked by the department. Such data is highly used and requested by government officials, department employees, safety advocates and the general public. Research & Planning staff is responsible for preparing written policies and procedures, known internally as General Orders. Additionally, the division manages grant activity, including monitoring, reporting and evaluating duties.

Strategic Planning

The Office of Strategic Planning (OSP) assists the department's management team with planning, research, and policy initiatives to advance departmental goals of enhancing public safety and to provide the highest level of customer service to the citizens of Tennessee. The OSP is primarily responsible for developing a strategic plan annually that outlines short- and long-term goals and objectives for the department. The OSP staff works with the Commissioner's office, directors, and managers to create performance standards and measures used as tools to develop and advance program initiatives. Additionally, the OSP assists with preparing the department's annual budget.

TDOS & Safety Acronyms

AAMVA	American Association of Motor Vehicle Administrators
ACES	Alternative Commercial Enforcement Strategies
ASAC	Assistant Special Agent in Charge
BZPP	Buffer Zone Protection Plan
CAD	Computer Aided Dispatch System
CALEA	Commission on Accreditation for Law Enforcement Agencies
CDL	Commercial Driver License
CERT	Community Emergency Response Team Training
CID	Criminal Investigations Division
CIRT	Critical Incident Response Team
CMV	Commercial Motor Vehicle
CRD	Child Restraint Device
CRMS	Central Records Management System
CVSA	Commercial Vehicle Safety Alliance
DARE	Drug Abuse Resistance Education
DHS	Department of Homeland Security
DL	Driver License
FARS	Fatality Analysis Reporting System
FC	Fire Corps
FMCSA	Federal Motor Carrier Safety Administration
FR	Financial Responsibility
GCWR	Gross Combination Weight Rating
GDL	Graduated Driver License
GVWR	Gross Vehicle Weight Rating
HIDTA	High Intensity Drug Trafficking Area
HSIN	Homeland Security Information Network
ID	Photo Identification Document
JTTF	Joint Terrorism Task Force
MRC	Medical Reserve Corps
MCSAP	Motor Carrier Safety Assistance Program
MREP	Motorcycle Rider Education Program
MVR	Moving Violation Record

TDOS & Safety Acronyms

NHTSA	National Highway Transportation Safety Administration
NIMS	National Incident Management System
NW	Neighborhood Watch
OHS	Office of Homeland Security
OPR	Office of Professional Responsibility
OSP	Office of Strategic Planning
RA	Regional Advisor
RP&D	Research, Planning & Development
SAC	Special Agent In Charge
SIR	Suspicious Incident Report
TDL	Temporary Driver License
TFC	Tennessee Fusion Center
TLO	Terrorism Liaison Officer
THP	Tennessee Highway Patrol
TID	Temporary Photo-ID
TraCS	Traffic and Criminal Software
TRIC	Tennessee Regional Information Center (Fusion Center)
TTRCC	Tennessee Traffic Records Coordinating Committee
USCIS	United States Citizenship and Immigration Service
VIPS	Volunteers in Police Service
VMT	Vehicular Miles Traveled